MBA PROGRAM (MBA)

MBA Program Office
MBA Director
Robert C. Erffmeyer, Ph.D.
Schneider 215
715-836-6019 or toll-free 888-832-7090
www.uwec.edu/cob/graduate (http://www.uwec.edu/cob/graduate)
mba@uwec.edu (uwecmba@uwec.edu)

Admission Requirements
To be admitted to the MBA program in full standing, an applicant must:

1. have a cumulative undergraduate GPA of at least 2.75,
2. present a satisfactory Graduate Management Admission Test (GMAT) or equivalent Graduate Record Exam (GRE) score, and
3. successfully complete all MBA Program Course Prerequisites.

Students may apply for admission at any time during the year. A candidate for admission must submit to the Admissions Office, at least 45 days prior to the anticipated date of enrollment, the following documents:

1. a completed application form accompanied by payment of a $56 non-refundable application fee. For the personal statement within the application, briefly describe your career goals. How can our program help you achieve your goals? What and/or who influenced your decision to apply? (Maximum 300 words);
2. resume and three letters of recommendation (at least one being a professional reference);
3. official transcripts (to be sent directly from each institution at which the applicant has attempted undergraduate or graduate work);
4. official notice of the applicant’s score on the GMAT or GRE.

MBA Program Course Prerequisites
Individuals must complete the following MBA program course prerequisites prior to receiving full admission status in the MBA program:

- Algebra for Calculus
- Elementary Statistics
- Principles of Microeconomics
- Principles of Macroeconomics
- Financial Accounting
- Managerial Accounting
- Information Systems in Business
- Principles of Finance
- Operations Management
- Organizational Behavior
- Principles of Marketing

Course prerequisites may be satisfied by taking either graduate coursework, undergraduate coursework, or a combination of both from an institution accredited by The Association to Advance Collegiate Schools of Business (AACSBI International). Individuals who have completed course prerequisites at a non-AACSB International institution may request a special course review by members of the UW-Eau Claire MBA faculty or complete validation examinations. Students may apply for Spring, Summer or Fall Semester throughout the calendar year.

MBA Foundation Courses. MBA Foundation Courses are graduate-level courses that enable students to complete MBA program course prerequisites at an accelerated pace. All graduate coursework must be completed with a grade of B (3.00) or above.

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Admission Status
Students enrolled in the MBA program will be classified according to the criteria outlined below.

Full Standing
Qualification as a student in full standing requires the following:

1. a cumulative GPA in all undergraduate coursework of 2.75 or higher (A = four points);
2. an acceptable score on the GMAT or GRE;
3. successful completion of all MBA Program Course Prerequisites.

A student with probationary or conditional status will be reclassified to full standing when all requirements have been satisfied.

Conditional Status
Conditional status may be granted to a student who has not satisfactorily completed all MBA Program Course Prerequisites or is currently completing a baccalaureate degree.

Satisfactory Academic Progress
Satisfactory progress is defined as the maintenance of a cumulative GPA of 3.00 or higher in the program. A student not making satisfactory progress toward the degree may be placed on probation or dismissed from the program on the recommendation of the director of the MBA program.

A 3.00 cumulative GPA in courses counting toward the MBA is required for graduation. A course in which a grade of C- or lower is earned will not be counted toward the 30-credit MBA minimum, but will be computed in the GPA. A maximum of six MBA credits and three Foundation credits of C or C+ work will be accepted. A student who receives a C- will need to take a replacement course.
A student earning a D+ or lower in a graduate-level course will be dismissed from the program regardless of where the course was taken. The student may petition for readmission to the program by writing to the director of the MBA program. For additional information contact the MBA Office, Schneider 215, mba@uwec.edu or toll-free 888-832-7090.

**Graduation Requirement**
Students need to be registered for a course in the term they are graduating.

**Graduate Faculty**

**ACCOUNTING AND FINANCE**
Rajarshi Aroskar, Ph.D. (Chair)
Ling Liu, Ph.D.
Bill Miller, Ed.D.
William Ogden, D.B.A.
Seungbin Oh, Ph.D.
Aimee Pernsteiner, Ed.D.
Pedro Sottile, Ph.D.

**BUSINESS COMMUNICATION**
Paula Lentz, Ph.D. (Program Director)
Marcy Orwig, Ph.D.

**INFORMATION SYSTEMS**
Liqiang Chen, Ph.D.
Thomas S. E. Hilton, Ph.D.
Anthony C. Keys, Ph.D. (Chair)
Jean A. Pratt, Ph.D.
Ruidong Zhang, Ph.D.

**MANAGEMENT AND MARKETING**
Gabi Eissa, Ph.D.
Robert C. Erffmeyer, Ph.D. (MBA Director)
Kevin Hansen, Ph.D.
Nancy Hanson-Rasmussen, Ed.D.
Jennifer Johns-Artensi, Ph.D.
Kate Kim, Ph.D.
Kristy Lauver, Ph.D. (Chair)
Scott Lester, Ph.D.
Abraham Nahm, Ph.D.
Douglas Olson, Ph.D.
Brent Opall, Ph.D.
Scott Swanson, Ph.D.
Timothy Vaughan, Ph.D.
Rebecca Wyland, Ph.D.

**Accounting (ACCT)**

**ACCT 501 Intermediate Accounting I (3 crs)**
Prerequisite: Limited to MBA students.
- Cross-listed with ACCT 301. Credit may not be earned in both courses.

Development and implementation of the conceptual and practical aspects of valuation and income determination, time value of money, accounting changes, inventory valuation, and current and noncurrent assets. Special emphasis on GAAP as it relates to topics being covered.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**ACCT 502 Intermediate Accounting II (3 crs)**
Prerequisite: ACCT 301/ACCT 501. Limited to MBA students.
- Cross-listed with ACCT 302. Credit may not be earned in both courses.

Development and implementation of the conceptual and practical aspects of valuation and income determination, with emphasis on intangible assets, retained earnings and contributed capital, earnings per share, pensions, leases, tax allocation, current and long-term liabilities, statement of cash flows, statement analysis, interim and segment reporting. Special emphasis on GAAP as it relates to topics being covered.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**ACCT 505 Environmental and Sustainability Accounting (3 crs)**
Prerequisite: Limited to MBA students.
- Cross-listed with ACCT 305. Credit may not be earned in both courses.

An introduction to environmental accounting and its role in financial/managerial accounting. Topics include environmental liabilities, sustainability reporting, external agencies, and the attest function, socially responsible investing, emissions trading, tax considerations, and eco-efficiency indicators.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**ACCT 513 Auditing (3 crs)**
Prerequisite: ACCT 302/ACCT 502. Limited to MBA students.
- Cross-listed with ACCT 313. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Basic coverage of all steps in creating audit programs according to the audit risk model, and current issues in auditing. Specific coverage includes company risk evaluation, internal control, company analysis, and audit reporting.

Attributes: Special Course Fee Required Varies by Term/Section
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
ACCT 514 Cost Accounting (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with ACCT 314. Credit may not be earned in both courses.

Principles of cost accounting, emphasizing analysis of materials, labor, and factory overhead; application of standard costing to job order and process cost systems; analysis of cost behavior in the manufacturing firm with exposure to cost-profit-volume relationships, break-even analysis, and direct costing.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 521 Introduction to Income Tax (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with ACCT 321. Credit may not be earned in both courses.

Introduction and application of accounting and legal concepts underlying federal and Wisconsin income tax laws applicable to gross income, exclusions, business and nonbusiness deductions, gains and losses, credits, and tax computations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 534 Advanced Cost Accounting (3 crs)
Prerequisite: ACCT 314/ACCT 514. Limited to MBA students.
• Cross-listed with ACCT 334. Credit may not be earned in both courses.

A continuation of Acct 314/514, with special emphasis on managerial profit analysis, planning, and control; direct costs, distributed costs by-product and joint product costs; differential and comparative costs, and variances.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 601 Advanced Financial Accounting (3 crs)
Prerequisite: ACCT 302/ACCT 502, BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with ACCT 401. Credit may not be earned in both courses.

Accounting for multiunit business enterprises; consolidated balance sheets, income statements, and statement of cash flows; Security and Exchange Commission reporting; foreign currency transactions and translation; international operations; and liquidation of partnerships.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 602 Contemporary Issues in Accounting (3 crs)
Prerequisite: ACCT 401/ACCT 601, ACCT 313/ACCT 513 or concurrent enrollment. Limited to MBA students.
• Cross-listed with ACCT 402. Credit may not be earned in both courses.

An analysis of advanced accounting issues designed to provide a bridge between accounting "theory" and "practice.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 604 Income Tax Practicum (2 crs)
Prerequisite: ACCT 301/ACCT 501, ACCT 321/ACCT 521, BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with ACCT 404. Credit may not be earned in both courses.

Course provides students with a practical application of individual income tax laws in conjunction with the IRS/Volunteer Income Tax Assistance program. Students will interview taxpayers, prepare and file tax returns at various sites.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 0
Field Practicum Hours: 4

ACCT 605 International Accounting (3 crs)
Prerequisite: ACCT 302/ACCT 502, BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with ACCT 405. Credit may not be earned in both courses.

A study of the international dimensions of accounting, including the patterns of accounting development found in other nations, the promulgation of worldwide accounting standards, and the accounting problems associated with multinational corporate operations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 609 Seminar in Accounting (1-3 crs)
Prerequisite: BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with ACCT 409.

An in-depth analysis of relevant accounting topics adapted to student and program needs with emphasis on student interests and faculty expertise.

Repeat: Course may be repeated for a maximum of 3 credits
Grading Basis: No S/U Grade Option

ACCT 610 Investment and Retirement Plan Accounting (3 crs)
Prerequisite: ACCT 302/ACCT 502, ACCT 321/ACCT 521, BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with ACCT 410. Credit may not be earned in both courses.

Coverage of investment planning and advising for clients, retirement plan accounting, and tax considerations in retirement planning.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
ACCT 615 Advanced Auditing and Consulting (3 crs)
Prerequisite: ACCT 313/ACCT 513, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 415. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

In-depth analysis of current audit topics and research, including legal liability, operational audits, audit effectiveness, environmental costs, and statistical sampling. Concentration includes EDP auditing.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 617 Governmental and Nonprofit Organization Accounting (3 crs)
Prerequisite: ACCT 302/ACCT 502, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 417. Credit may not be earned in both courses.

An introduction to accounting principles for governmental units; educational institutions; hospitals; voluntary health and welfare organizations; and other nonprofit organizations. Includes budgetary and financial reporting requirements of these organizations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 619 Financial Accounting Theory (3 crs)
Prerequisite: ACCT 302/ACCT 502. Limited to MBA students.
  • Cross-listed with ACCT 419. Credit may not be earned in both courses.

In-depth analysis of several selected problems of contemporary interest in the areas of valuation and income determination as related to the broader topics of concepts of income and formulation of accounting theory, with extensive readings of the Financial Accounting Standards and professional journal articles.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 620 Fraud Investigation and Prevention (3 crs)
Prerequisite: ACCT 302/ACCT 502, ACCT 313/ACCT 513, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 420. Credit may not be earned in both courses.

Coverage of fraud methods, fraud investigation, and fraud prevention through internal controls. Emphasis on financial and asset misappropriation frauds.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/studio Hours: 0

ACCT 623 Advanced Tax Accounting (3 crs)
Prerequisite: ACCT 321/ACCT 521, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 423. Credit may not be earned in both courses.


Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 625 Ethics in Accounting (3 crs)
Prerequisite: ACCT 313/ACCT 513, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 425. Credit may not be earned in both courses.

An introduction to ethics and professional responsibility in accounting. Coverage includes models of ethical reasoning, ethical dilemmas in accounting, and creating solutions to those ethical dilemmas.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 630 Accounting Systems (3 crs)
Prerequisite: ACCT 302/ACCT 502, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 430. Credit may not be earned in both courses. This class requires access to a laptop computer which can be brought to class when required.

Analysis, design, and documentation of accounting systems; includes transaction processing, internal accounting controls, data management, flowcharting, financial reporting, various types of technology, and ethical issues.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 635 Advanced Accounting Systems and IT Auditing (3 crs)
Prerequisite: ACCT 430/ACCT 630, BCOM 206, BCOM 207. Limited to MBA students.
  • Cross-listed with ACCT 435. Credit may not be earned in both courses. This class requires access to a laptop computer which can be brought to class when required.

This course provides an integrated accounting and information systems experience by using information systems knowledge to address accounting issues of internal control and computer auditing.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
ACCT 644 Profit Management and Budgetary Control (3 crs)
Prerequisite: ACCT 302/ACCT 502, ACCT 314/ACCT 514, BCOM 206, BCOM 207. Limited to MBA students.
- Cross-listed with ACCT 444. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Theory and procedures for profit planning; financial and operating budgets as managerial devices in coordination and control; program and operational budgeting and cost analysis.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 649 Accounting Theory and Research (3 crs)
Prerequisite: ACCT 313/ACCT 513, ACCT 314/ACCT 514, ACCT 321/ACCT 521, ACCT 401/ACCT 601, BCOM 206, BCOM 207. Limited to MBA students.
- Cross-listed with ACCT 449. Credit may not be earned in both courses.

In-depth study of accounting theory (and research) including the conceptual framework and principles underlying all Accounting Standards. Students will use the accounting literature to research contemporary issues in accounting.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 650 Financial Statement Analysis (3 crs)
Prerequisite: ACCT 302/ACCT 502, ACCT 321/ACCT 521, BCOM 206, BCOM 207. Limited to MBA students.
- Cross-listed with ACCT 450. Credit may not be earned in both courses.

An in-depth study of the techniques of financial statement analysis. Topics will include ratio analysis, liquidity analysis, capital structure analysis, and profitability analysis.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 660 Accounting Information Systems and Technology (3 crs)
Prerequisite: ACCT 302/ACCT 502, ACCT 314/ACCT 514, and ACCT 321/ACCT 521. Limited to MBA students.
- Cross-listed with ACCT 460. Credit may not be earned in both courses. This class requires access to a laptop computer which can be brought to class when required.

Analysis and design of accounting information systems, including internal controls, data extraction and management, spreadsheet applications, and reporting.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

ACCT 703 Accounting Foundations for Business Decisions (2 crs)
Prerequisite: Limited to MBA students.
- Not for MBA degree credit. ACCT 703 may be taken concurrently with ACCT 704. No credit if taken after ACCT 201.

Examination of basic financial statements and accounting systems. Emphasis on statement analysis, cash flows, inventory methods, long-term assets and tax considerations. Capital markets, financing, and other liabilities will be covered.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

ACCT 704 Accounting Foundations for Management Decisions (1 cr)
Prerequisite: ACCT 703 or equivalent, or concurrently with ACCT 704. Limited to MBA students.
- Not for MBA degree credit. ACCT 704 may be taken concurrently with ACCT 703.

An overview of accounting information needed for informed management decisions. Topics include cost concepts and behavior, product costing, allocation, and budgeting.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

ACCT 797 Independent Study (1-3 crs)
Consent: Department Consent Required
Individual project under the direction of a faculty member.
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

Business Communication (BCOM)

BCOM 506 Advanced Business Writing (2 crs)
Prerequisite: Limited to MBA students.
- Cross-listed with BCOM 306. Credit may not be earned in both courses.

Further develop your writing skills by creating formal business reports, news releases, instructions, and brochures. Explore writing for print vs. electronic environments. Develop a professional employment portfolio.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

BCOM 507 Advanced Business Presentations (2 crs)
Prerequisite: Limited to MBA students.
Consent: Instructor Consent Required
- Cross-listed with BCOM 307. Credit may not be earned in both courses.

Theory and practice in making presentations in a variety of professional settings using a variety of support media. Student presentations are evaluated.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0
BCOM 517 Administrative Management (3 crs)
Prerequisite: Limited to MBA students.
- Cross-listed with BCOM 317. Credit may not be earned in both courses.

The role of the first-line supervisor in the organization is examined. Units with projects covering planning tools, employee selection, orientation and training, office productivity, and job analysis are covered.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

BCOM 605 Advanced Business Communications (2 crs)
Prerequisite: Limited to MBA students.
Consent: Instructor Consent Required
- Cross-listed with BCOM 405. Credit may not be earned in both courses.

An in-depth application of written, oral, and nonverbal communication. The class simulates a business organization involved with preparing, organizing, and delivering communication training seminars. Considerable emphasis on interpersonal and organizational communication within business.

Attributes: Capstone Course
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

BCOM 695 Directed Studies (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
- Cross-listed with ACCT 395. Permission of department chair for each new topic.

Permits a student or group of students to pursue a defined problem in an intensive way under the direction of departmental faculty members.

Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

BCOM 705 Teaching Business Communications - Secondary and Post-secondary Levels (2 crs)
Instruction for graduate students interested in teaching Business Communications at the secondary and post-secondary level. This course will involve mastery of business communications content and the teaching methodology appropriate for the subject area.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

BCOM 797 Independent Study (1-3 crs)
Consent: Department Consent Required
Individual project under the direction of a faculty member.

Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

BCOM 799 Thesis (1-4 crs)
- Full-time equivalent.

A description of acceptable topics and the precise nature of the thesis requirement is provided in the departmental program descriptions.

Repeat: Course may be repeated
Grading Basis: PR Only Grade Basis

Business Administration (BSAD)

BSAD 506 Business Law (3 crs)
Prerequisite: Limited to MBA students.
- Cross-listed with BSAD 306. Credit may not be earned in both courses.
BSAD 306 is recommended prior to enrollment in this course.

Law of contracts, sales, negotiable instruments, secured transactions, suretyship, bankruptcy, accountant’s legal liability, personal property, bailments and documents of title, real estate, wills, trusts, and insurance.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

BSAD 595 Directed Studies (1-4 crs)
Consent: Department Consent Required
- Cross-listed with ACCT 395.

Individual project under the direction of a faculty member.

Grading Basis: No S/U Grade Option

BSAD 702 Statistical Analysis Foundation (2 crs)
Prerequisite: Limited to MBA students.
- Not for MBA degree credit

Emphasis placed on applied business statistics. Discussion focuses on probability, frequency and probability distributions, mean and variance, normal, chi-square, t and F distributions, hypothesis testing, regression, correlation, nonparametric statistics, and analysis of variance.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

BSAD 797 Independent Study (1-3 crs)
Consent: Department Consent Required
Individual project under the direction of a faculty member.

Repeat: Course may be repeated
Grading Basis: No S/U Grade Option
**Finance (FIN)**

**FIN 521 Financial Markets and Institutions (3 crs)**
Prerequisite: Limited to MBA students.
• Cross-listed with FIN 321. Credit may not be earned in both courses.
A study of the U.S. financial system. Topics include the Federal Reserve System, term structure of interest rates, financial markets, instruments and financial institutions including regulation of commercial banks.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 522 Investments (3 crs)**
Prerequisite: Limited to MBA students.
• Cross-listed with FIN 322. Credit may not be earned in both courses.
Overview of security markets. Analysis of stocks, bonds, and other securities. Evaluation of risk and return characteristics and market efficiency.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 525 International Financial Management (3 crs)**
Prerequisite: Limited to MBA students.
• Cross-listed with FIN 325. Credit may not be earned in both courses.
An introduction to the international elements of a business’s operating environment. Topics include global economic factors, risk management, cost of capital, capital budgeting, and financing in a global environment.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 526 Short Term Financial Management (3 crs)**
Prerequisite: Limited to MBA students.
• Cross-listed with FIN 326. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.
Short term financial management includes the management of working capital accounts. Banking relations and performance analysis will complete the tools required for a financial manager.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 527 Long Term Financial Management (3 crs)**
Prerequisite: Limited to MBA students.
• Cross-listed with FIN 327. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.
Long term financing and investment issues to include capital budgeting methods, cash flow determination, risk analysis, long term debt, preferred and common stock financing, and leasing.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 528 Introduction to Derivative Securities (3 crs)**
Prerequisite: FIN 320. Limited to MBA students.
• Cross-listed with FIN 328. Credit may not be earned in both courses.
Introduction to options, futures, and forward contracts as financial instruments used to control various types of business risk.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 620 Corporate Valuation (3 crs)**
Prerequisite: FIN 327/FIN 527, BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with FIN 420. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.
Applications of financial management theories and tools to decisions in capital budgeting, financial structure, current asset management, etc. Application is done through use of case and computer analysis.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

**FIN 624 Portfolio Management (3 crs)**
Prerequisite: FIN 322/FIN 522, BCOM 206, BCOM 207. Limited to MBA students.
• Cross-listed with FIN 424. Credit may not be earned in both courses.
Students will create and manage mock portfolios to learn asset allocation, portfolio construction, and management methods. Other topics include developing investment policies, the psychology of portfolio choices, ethics, and standards of practice in portfolio management.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
FIN 625 Commercial Bank Management (3 crs)
Prerequisite: FIN 321/FIN 521 or ECON 321, BCOM 206, BCOM 207. Limited to MBA students.
  * Cross-listed with FIN 425. Credit may not be earned in both courses.
This introduction to commercial bank management includes topics on the structure of banks and issues in banking. Develops a theoretical and case-oriented analysis of asset and liability management techniques.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

FIN 626 Topics in Finance (1-3 crs)
Prerequisite: BCOM 206, BCOM 207. Limited to MBA students.
  * Cross-listed with FIN 426.
Covers a variety of advanced topics to be determined by faculty interest and student demand.
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

FIN 628 Advanced Derivative Securities (3 crs)
Prerequisite: FIN 328/FIN 528, BCOM 206, BCOM 207. Limited to MBA students.
  * Cross-listed with FIN 428. Credit may not be earned in both courses.
Quantitative analysis and pricing of derivative instruments and contracts.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

FIN 629 Wealth Management (3 crs)
Prerequisite: FIN 322/FIN 522, BCOM 206, BCOM 207. Limited to MBA students.
  * Cross-listed with FIN 429. Credit may not be earned in both courses.
Understand the individual wealth management process including investment policy statements, asset allocation, implementation and performance evaluation; understand alternative asset classes; understand wealth preservation and protection; understand individual investor behavior.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

FIN 634 Portfolio Theory (3 crs)
Prerequisite: FIN 424/FIN 624, BCOM 206, BCOM 207. Limited to MBA students.
  * Cross-listed with FIN 434. Credit may not be earned in both courses.
Introduction to portfolio theories and asset pricing models. Includes mathematical methods of asset pricing, portfolio optimization, and performance measurement and evaluation.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

FIN 639 Investment Strategy (3 crs)
Prerequisite: FIN 424/FIN 624, BCOM 206, BCOM 207. Limited to MBA students.
  * Cross-listed with FIN 439. Credit may not be earned in both courses.
Application of security selection and portfolio construction. Involvement in the management of an actual portfolio.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

FIN 720 Foundations of Managerial Finance (2 crs)
Prerequisite: ACCT 703 or equivalent. Limited to MBA students.
  * Not for MBA degree credit.
Overview of fundamental issues and concepts in finance. Designed for graduate students in business who have no previous background in finance.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

Health Care Administration (HCAD)

HCAD 501 Foundations of Quality Management Systems in Health Service (3 crs)
Prerequisite: HCAD 101, IDIS 201.
Consent: Instructor Consent Required
  * Cross-listed with HCAD 301. Credit may not be earned in both courses. HCAD undergraduate students in their last fall on campus are eligible to enroll. Special course fee for criminal background check required of all HCAD practicum students.
An exploration of the technical, managerial and organizational issues that are important in understanding and implementing quality management systems in health service organizations.
Attributes: Field Trip(s) Required, Special Course Fee Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

HCAD 502 Leadership and Management Practices in Health Services (3 crs)
Prerequisite: HCAD 101
Consent: Instructor Consent Required
  * Cross-listed with HCAD 302. Credit may not be earned in both courses. HCAD undergraduate students in their last spring on campus or ENPH junior status or above undergraduate and graduate students are eligible to enroll.
An exploration of necessary administrative skills of health services leadership including: strategic planning; quality management; financial management; human resources management; government relations; marketing; and the ability to apply these concepts within a health system.
Attributes: Field Trip(s) Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
HCAD 691 Special Topics (1-3 crs)
Consent: Instructor Consent Required
  • Cross-listed with HCAD 491.

A variable content course consisting of advanced topics of special interest to students and faculty that are not covered in other health care administration courses.

Repeat: Course may be repeated for a maximum of 6 credits
Grading Basis: No S/U Grade Option

International Business (INTB)

INTB 535 International Marketing (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with INTB 335 and MKTG 335/MKTG 535. Credit may only be earned in one of these courses.

Principles, policies, and problems of marketing goods in international markets. Concepts, strategies, and policies of world trade and multinational firms.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

INTB 545 Managing Global Organizations (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with INTB 345 and MGMT 345/MGMT 545. Credit may only be earned in one of these courses. BCOM 206 and BCOM 207 are recommended prior to enrollment in this course.

Examines issues in managing international operations including strategies, joint ventures/strategic alliances, organizational design, culture, human resources, and labor issues in addition to political and legal constraints operating across regional trading areas.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

INTB 561 International Experience in India (3 crs)
  • Fifteen (15) hours of on-campus instruction required during the Fall semester prior to the Winterim study abroad. Students interested in taking this course need to contact the Management and Marketing Department and the Center for International Education before Sept. 15 in the Fall semester prior to the Winterim study abroad. Cross-listed with INTB 361. Credit may not be earned in both courses.

An interdisciplinary introduction to contemporary Indian business, culture, politics, history, religion and society that includes a three-week in-country experience.

Attributes: Field Trip(s) Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

INTB 562 International Experience in China (3 crs)
  • Fifteen (15) hours of on-campus instruction required during the Spring semester prior to the Summer interim term study abroad. Students interested in taking this course should contact the Management and Marketing Department and the Center for International Education before Feb. 1 in the Spring semester prior to the Summer Interim study abroad. Cross-listed with INTB 362. Credit may not be earned in both courses.

An interdisciplinary introduction to contemporary Chinese business, culture, politics, history, religion and society that includes a three-week in-country experience.

Attributes: Field Trip(s) Required, Special Course Fee Required Varies by Term/Section
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

Information Systems (IS)

IS 504 Fundamentals of Business Programming (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with IS 304. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Fundamental skills and knowledge for programming business applications including interface design, writing documentation, and using debugging tools. Procedural programming structures and design considerations and interface object use are presented in a state-of-the-art integrated development environment.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 510 Systems Analysis and Design (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with IS 310. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Introduces theory and practice of systems analysis and design. Topics include determining business requirements, documenting organizational processes, analyzing information flows, reengineering/designing information systems, and managing projects. Team project required.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
IS 514 Business Software Engineering (3 crs)
Prerequisite: IS 304/IS 504; IS 310/IS 510 or concurrent enrollment; or consent of instructor. Limited to MBA students.
- Cross-listed with IS 314. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Develops object-oriented programming skills to the intermediate level. Develops techniques of data access, input, output, and processing in a business environment using programming tools. Utilizes beginning SQL programming techniques and a state-of-the-art integrated development environment.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 524 Object-Oriented Systems (3 crs)
Prerequisite: IS 304/IS 504 and IS 310/IS 510. Limited to MBA students.
- Cross-listed with IS 324. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

An introduction to Object-Oriented Analysis, Design and Implementation language and concepts. Iterative methodologies are described. Design patterns and tiered architectures are investigated. An object-oriented system is used to illustrate the concepts.

Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 544 Database Management Systems (3 crs)
Prerequisite: IS 304/IS 504 and IS 310/IS 510. Limited to MBA students.
- Cross-listed with IS 344. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Study of physical and logical design and structure of relational databases; overview of SQL; hands-on experience with client/server database management software. Group project required.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 545 Networking with Client Operating Systems (3 crs)
Prerequisite: IS 304/IS 504; IS 310/IS 510 or concurrent enrollment. Limited to MBA students.
- Cross-listed with IS 345. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Study of enterprise networking from a client operating system perspective. Theory and practice of topics such as domain creation, Active Directory management and delegation, scripting, security policies, roaming profiles, access permissions, and security auditing.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 565 Information Assurance (3 crs)
Prerequisite: IS 310/IS 510 or ACCT 430/ACCT 630. Limited to MBA students.
- Cross-listed with IS 365. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Conceptual frameworks for information assurance: asset valuation, security threats, risk assessment, policy development, policy implementation, controls, business continuity planning, and disaster recovery. Communication and analytical skills are enhanced through a case-based approach.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 575 Server-based Networking & Security (3 crs)
Prerequisite: IS 304/IS 504 and IS 345/IS 545. Limited to MBA students.
- Cross-listed with IS 375. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Study of enterprise networking from a server operating system perspective. Theory and practice of topics such as domain creation, Active Directory management and delegation, scripting, security policies, roaming profiles, access permissions, and security auditing.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 610 Network and Data Security (3 crs)
Prerequisite: IS 304/IS 504 and IS 345/IS 545. Limited to MBA students.
- Cross-listed with IS 410. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Addresses hardware and software fundamentals of network security including access control security, information security, and security planning and development. Develops students' working knowledge of available methods and tools for enhancing enterprise data and network security.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 620 Internship in Information Systems (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
- Cross-listed with IS 420. Full-time equivalent. IS 310/IS 510, IS 344/IS 544, and IS 345/IS 545 are recommended prior to enrollment in this course. Internship enrollment form available in IS department office.

Coordinated on-the-job business experience in information systems. Gives students an opportunity to participate actively in daily business applications related to IS major.

Attributes: Internship, Special Course Fee Required
Repeat: Course may be repeated for a maximum of 6 credits
Grading Basis: No S/U Grade Option
IS 650 Distributed Systems Development (3 crs)
Prerequisite: IS 314/IS 514 or equivalent; IS 344/IS 544 and IS 345/IS 545 or concurrent or equivalent; or consent of instructor. Limited to MBA students.
  • Cross-listed with IS 450. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

A study of the content, theory, and methodology of distributed systems application development. Specifically, the course covers n-tier and web-based development.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 655 Project Management (3 crs)
Prerequisite: IS 304/IS 504 and IS 310/IS 510 or equivalent. Limited to MBA students.
  • Cross-listed with IS 455. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Focus on information systems projects: methodology selection, initiating, planning, executing, control and closing. Issues of time, scope, cost, quality and risk are investigated. Writing and software development skills are enhanced.

Attributes: Special Course Fee Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 660 Seminar in Information Systems (3 crs)
Prerequisite: IS 344/IS 544 and IS 345/IS 545 or equivalent. Limited to MBA students.
  • Cross-listed with IS 460. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

In-depth study of current IS topics and discussion of current IS issues and trends. Includes integrated communication component and team-based information systems development project.

Attributes: Capstone Course
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 675 Electronic Business (3 crs)
  • Cross-listed with IS 475. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Basics of electronic commerce on the Internet, electronic data interchange, electronic funds transfer, etc. Students will address current applications for a wide range of businesses.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

IS 740 Managing Information Technology Foundation (2 crs)
Prerequisite: Limited to MBA students.
  • No credit if taken after IS 240. Not for MBA degree credit.

Study of the managerial process used when working with information and information systems. Specific attention is given to the principles of systems development and underlying concepts.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

IS 797 Independent Study (1-3 crs)
Consent: Department Consent Required
Individual project under the direction of a faculty member.
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

Management (MGMT)

MGMT 542 Quality Management (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MGMT 342. Credit may not be earned in both courses.

An examination of the technical and the managerial issues that are important in understanding and implementing quality assurance in manufacturing and service organizations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 543 Supply Chain Management (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MGMT 343. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Design and operation of effective purchasing processes. Supplier and supply chain management, with emphasis on globalization, and the role of information technology in enabling contemporary supply chain strategy.

Attributes: Special Course Fee Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
MGMT 545 Managing Global Organizations (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with MGMT 345 and INTB 345/INTB 545. Credit may be earned in only one course. BCOM 206 and BCOM 207 are recommended prior to enrollment in this course.

Examines issues in managing international operations including strategies, joint ventures/strategic alliances, organizational design, culture, human resources, and labor issues in addition to political and legal constraints operating across regional trading areas.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 549 Human Resource Management (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with MGMT 349. Credit may not be earned in both courses. BCOM 207 is recommended prior to enrollment in this course.

Examines policies and practices relating to recruitment, selection, training and development, performance appraisal, reward systems, and employee relations. Strategic human resource planning, equal employment opportunity laws, and international human resource management issues are also addressed.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 554 Materials Management Simulation (1 cr)
Prerequisite: Limited to MBA students.
• Cross-listed with MGMT 354. Credit may not be earned in both courses.

Simulation and analysis of different types of factory production and distribution systems using Goldratt simulation and constraint theory.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MGMT 614 Small Business Consulting (3 crs)
Prerequisite: Limited to MBA students.
Consent: Instructor Consent Required
• Cross-listed with MGMT 414. Credit may not be earned in both courses.

Involves the thorough analysis and review of actual small business clients submitted by the Small Business Administration under the Small Business Institute Program and making recommendations that will be beneficial to the client in operating the business.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 641 Service Operations Management (3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
• Cross-listed with MGMT 441. Credit may not be earned in both courses.

Design of service systems; management techniques and issues in ongoing service operations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 642 Production Planning and Control (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with MGMT 442. Credit may not be earned in both courses.

The design and use of procedures for managing production systems; includes process planning and routing, scheduling, dispatching, and progress control.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 643 Process Simulation and Analysis (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with MGMT 443. Credit may not be earned in both courses. This course requires access to a laptop computer which can be brought to class when required.

Simulation modeling and analysis using spreadsheets and discrete-event simulation software. Through a series of modeling exercises, students will examine a number of process design and scheduling issues relevant to manufacturing and service operations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 645 Compensation Theory and Administration (3 crs)
Prerequisite: Limited to MBA students.
• Cross-listed with MGMT 445. Credit may not be earned in both courses. MGMT 340 and MGMT 349/549 are recommended prior to enrollment in this course.

Study of theories, methods, and practices of compensation in organizations.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
MGMT 646 Advanced Organizational Behavior (3 crs)
Prerequisite: Limited to MBA students.
- Cross-listed with MGMT 446. Credit may not be earned in both courses.
In-depth analysis and critique of current and provocative topics in organizational behavior in the contest of the modern organization with a focus on organizational effectiveness. Topics include citizenship behavior, work-family conflict, and change and development.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 652 Master Planning of Resources (1 cr)
Prerequisite: MGMT 442/MGMT 642 or concurrent enrollment. Limited to MBA students.
- Cross-listed with MGMT 452. Credit may not be earned in both courses.
Principles and processes of master planning of resources. Demand management, sales and operations planning, and master scheduling. Development of operations plans, validating and evaluating performance at all levels of master planning.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MGMT 655 Industrial Relations (3 crs)
Prerequisite: MGMT 349/MGMT 549 or concurrent enrollment. Limited to MBA students.
- Cross-listed with MGMT 455. Credit may not be earned in both courses.
Problems, hazards, and procedures which will be of assistance in establishing and maintaining good union-management relationships.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 659 Advanced Human Resource Management (2 crs)
Prerequisite: MGMT 349/MGMT 549 or concurrent enrollment. Limited to MBA students.
- Cross-listed with MGMT 459. Credit may not be earned in both courses.
Provides students the opportunity to study in-depth human resource topics of the nature of work, recruitment, selection, training and development, compensation, benefits, labor relations, and health and safety.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MGMT 661 Lean Manufacturing Systems and Concepts (3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
- Cross-listed with MGMT 461. Credit may not be earned in both courses.
Concepts, tools, and techniques applied in the design and operation of lean manufacturing systems.
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MGMT 692 Topics in Human Resource Management (1-3 crs)
Prerequisite: MGMT 349/MGMT 549. Limited to MBA students.
Consent: Department Consent Required
- Cross-listed with MGMT 492.
Current issues in human resource management will be the focus of attention. Topic selection will be made by the instructor. Issues will be those facing contemporary HRM professionals.
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

MGMT 693 Topics in Operations Management (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
- Cross-listed with MGMT 493. Additional prerequisites may be required depending on the topic. (See current Class Schedule.)
Current issues in operations management will be the focus of attention. Topic selection will be made by the instructor. Issues will be those facing contemporary operations professionals.
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

MGMT 740 Organizational Management Foundation (2 crs)
Prerequisite: Limited to MBA students.
- Not for MBA degree credit.
Introduction to the science and business of managing organizations. Students examine behavioral theories and research studies, investigate strategies corporations employ to enhance organizational performance, and review current issues, opportunities, and challenges facing companies today.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0
MGMT 741 Operations Foundation (2 crs)
Prerequisite: Limited to MBA students.
  • Previous statistics coursework required. Not for MBA degree credit.

Study of the operations function within organizations that produce goods and/or services.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MGMT 797 Independent Study (1-3 crs)
Consent: Department Consent Required
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

Marketing (MKTG)

MKTG 532 Marketing Communications and Promotion Analysis (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MKTG 332. Credit may not be earned in both courses.

Integrated marketing communications and its applications in advertising, direct marketing, sales promotion, personal selling, internet marketing, and public relations. Emphasis on promotional campaign strategies, implementation and evaluation, including category management assessment, marketing databases, media selection, and campaign effectiveness.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MKTG 534 Marketing Research (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MKTG 334. Credit may not be earned in both courses.

Application of research techniques in the marketplace, and role of marketing information within the firm as a management tool in decision making.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MKTG 535 International Marketing (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MKTG 335 and INTB 335/INTB 535. Credit may be earned in only one course.

Principles, policies, and problems of marketing goods in international markets. Concepts, strategies, and policies of world trade and multinational firms.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MKTG 633 Sales Management (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MKTG 433. Credit may not be earned in both courses.

Positions in sales management are among the first managerial assignments many business students receive. This course focuses on defining the strategic role of the sales function and sales organization, developing and directing a sales force, and evaluating sales force performance. Role playing will be used to help students experience realistic management scenarios.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MKTG 634 Advanced Marketing Analytics (3 crs)
  • Cross-listed with MKTG 434. Credit may not be earned in both courses. This course builds on MKTG 338 including web analysis and data mining techniques to extract information from large marketing databases. Application of quantitative analysis to uncover insights for marketing decisions in internet and retail settings.

Grading Basis: A-F Grades Only
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MKTG 637 Business-to-Business Marketing (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MKTG 437. Credit may not be earned in both courses.

Studies the marketing strategies characteristic of institutions, government, industrial, and other marketing environments which do not directly target the final consumer. The unique characteristics of these markets and the implications for strategic marketing management provide the focus for this course.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MKTG 638 Marketing Management (3 crs)
Prerequisite: Limited to MBA students.
  • Cross-listed with MKTG 438. Credit may not be earned in both courses.

Designed as the capstone course in marketing. All the ideas and concepts presented in other marketing courses are integrated and brought together via the application of marketing tools, principles, and theories, as experienced through case studies and problem solving. The role of the marketing executive in business is emphasized.

Attributes: Capstone Course, Special Course Fee Required Varies by Term/Section
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0
MKTG 730 Marketing Analysis Foundation (2 crs)
Prerequisite: Limited to MBA students. No credit if taken after MKTG 330.
  • Not for MBA degree credit

Analysis of problems related to the development of marketing strategy. Attention is focused on identifying a target market, allocating resources to the marketing mix, and examining the impact of environmental variables on management decisions.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MKTG 797 Independent Study (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
Individual project under the direction of a faculty member.
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

Military Science and Leadership (MSL)

MSL 501 Adaptive Team Leadership (3 crs)
Consent: Instructor Consent Required
  • Cross-listed with MSL 301. Credit may not be earned in both courses. Required off-campus training weekends. Lab and Physical Training required (see Schedule).

Students conduct leadership self-assessment, receiving direct and peer feedback. Apply advanced tactical skills and leadership in planning small-unit tactical training applying problem-solving techniques. Lab reinforces squad-level tactics, employing the troop-leading procedures. Physical Training consists of developing and leading programs to improve muscular strength and endurance and cardio-respiratory capacity. Includes strength and aerobic exercises, water confidence training, distance running, military drills and team sports. Physical Training attendance required three days per week. Open to all students.

Attributes: Field Trip(s) Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 2
Physical Training Hours: 3

MSL 502 Applied Team Leadership (3 crs)
Consent: Instructor Consent Required
  • Cross-listed with MSL 302. Credit may not be earned in both courses. Required off-campus training weekends. Lab and Physical Training required (see Schedule).

Emphasis on writing operation orders, improving oral/written communications and leadership analysis. Receive direct and peer feedback on leadership performance. Lab applies advanced tactics and leadership during patrol-size tactical training. Physical Training consists of developing and leading programs to improve muscular strength and endurance and cardio-respiratory capacity. Includes strength and aerobic exercises, water confidence training, distance running, military drills and team sports. Physical Training attendance required three days per week. Open to all students.

Attributes: Field Trip(s) Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 2
Physical Training Hours: 3

MSL 601 Developing Adaptive Leaders (3 crs)
Consent: Instructor Consent Required
  • Cross-listed with MSL 401. Credit may not be earned in both courses. Required off-campus training weekends. Lab and Physical Training required (see Schedule).

Develop proficiency in planning and executing complex operations, functioning as a staff member and mentoring subordinates. Explore training management, staff collaboration and developmental counseling techniques. Lab instruction is designed to increase students’ organizational-level, mentoring and assessment skills. Physical Training requires mentoring junior Cadets in techniques to improve muscular strength and endurance and cardio-respiratory capacity. Includes strength and aerobic exercises, water confidence training, distance running, military drills and team sports. Physical Training attendance required three days per week. Open to all students.

Attributes: Field Trip(s) Required
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 2
Physical Training Hours: 3
MSL 602 Leadership in a Complex World (3 crs)
Consent: Instructor Consent Required
- Cross-listed with MSL 402. Credit may not be earned in both courses. Required off-campus training weekends. Lab and Physical Training required (see Schedule).

Examine officership, study Army programs, and complete a battle analysis. Examine civilian, governmental, legal, and cultural factors of conducting military operations in an international environment. Lab instruction is designed to increase students’ organizational level, mentoring and assessment skills. Physical Training requires mentoring junior Cadets in techniques to improve muscular strength and endurance and cardio-respiratory capacity. Includes strength and aerobic exercises, water confidence training, distance running, military drills and team sports. Physical Training attendance required three days per week. Open to all students.

Attributes: Field Trip(s) Required  
Grading Basis: No S/U Grade Option  
Lecture/Discussion Hours: 3  
Lab/Studio Hours: 2  
Physical Training Hours: 3

Master of Business Administration (MBA)

MBA 711 Managing Ongoing Operations (4 crs)
Prerequisite: Limited to MBA students.
The study of management issues involved in the day-to-day operations of an on-going business. Basic skills critical for successful completion of the MBA program as well as for management of an organization.

Attributes: Higher Cost Per Credit  
Grading Basis: No S/U Grade Option  
Lecture/Discussion Hours: 4  
Lab/Studio Hours: 0

MBA 712 Developing New Products and Services (4 crs)
Prerequisite: MBA 711. Limited to MBA students.
Development of knowledge and skills used in understanding the complexities involved in launching a new product or service, a new business venture, subsidiary, or division.

Attributes: Higher Cost Per Credit  
Grading Basis: No S/U Grade Option  
Lecture/Discussion Hours: 4  
Lab/Studio Hours: 0

MBA 713 Strategic Competitiveness in a Global Environment (4 crs)
Prerequisite: MBA 711. Limited to MBA students.
Students develop the skills to analyze and position an organization for strategic competitiveness in a global marketplace. The challenges of determining corporate and business strategies, global marketing entry strategies, and the implications of mergers and acquisitions on global competition are addressed.

Attributes: Higher Cost Per Credit  
Grading Basis: No S/U Grade Option  
Lecture/Discussion Hours: 4  
Lab/Studio Hours: 0

MBA 714 Leading the Organization of the Future (4 crs)
Prerequisite: MBA 711, 712 and 713. Limited to MBA students.
The dynamics of change and the importance of corporate strategies in leading the organization of the future are investigated. Students explore how to effectively integrate information technology, human resource issues, and organizational change practices.

Attributes: Higher Cost Per Credit  
Grading Basis: No S/U Grade Option  
Lecture/Discussion Hours: 4  
Lab/Studio Hours: 0

MBA 715 Leadership (1 cr)
Prerequisite: Limited to MBA students.
This course creates a learning environment in which students will examine their effectiveness and potential as leaders from both a personal and professional standpoint. Students will explore the idea of “leader” from multiple perspectives; the leader as strategist, coach, mentor, facilitator, director, and change agent.

Attributes: Higher Cost Per Credit  
Grading Basis: No S/U Grade Option  
Lecture/Discussion Hours: 1  
Lab/Studio Hours: 0

MBA 720 Electives (0.5-3 crs)
Prerequisite: Limited to MBA students.
Electives are short courses that are designed to develop general skills and/or address specific current issues. They allow students brief exploration into topics that are relevant to their particular needs and interests.

Attributes: Higher Cost Per Credit  
Repeat: Course may be repeated  
Grading Basis: No S/U Grade Option

MBA 721 Electives (0.5-3 crs)
Prerequisite: Limited to MBA students.
Electives are short courses that are designed to develop general skills and/or address specific current issues. They allow students brief exploration into topics that are relevant to their particular needs and interests.

Attributes: Higher Cost Per Credit  
Repeat: Course may be repeated  
Grading Basis: No S/U Grade Option

MBA 722 Electives (0.5-3 crs)
Prerequisite: Limited to MBA students.
Electives are short courses that are designed to develop general skills and/or address specific current issues. They allow students brief exploration into topics that are relevant to their particular needs and interests.

Attributes: Higher Cost Per Credit  
Repeat: Course may be repeated  
Grading Basis: No S/U Grade Option
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<tr>
<th>Course Code</th>
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<th>Credits</th>
<th>Prerequisite</th>
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<td>MBA 723 Electives (0.5-3 crs)</td>
<td>MBA 724 Electives (0.5-3 crs)</td>
<td>MBA 725 Electives (0.5-3 crs)</td>
<td>MBA 726 Electives (0.5-3 crs)</td>
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MBA 737 Managerial Law (1 cr)
Prerequisite: Limited to MBA students.
This course covers a variety of legal topics and issues that managers are exposed to. Topics covered include: ethics, judicial process intellectual law, business entity formation and transfers, contract law, including sales and construction issues.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MBA 740 Introduction to Assurance Services (1 cr)
Prerequisite: Limited to MBA students.
This course helps students identify situations in which assurance services are necessary, evaluate different types of assurance services and assess the quality of assurance services companies and investment funds provide.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MBA 741 Strategic Cost Management (1 cr)
Prerequisite: BSAD 702 or equivalent. Limited to MBA students.
Strategic Cost Management is the managerial use of cost information explicitly directed at strategic management. Three key elements to be studied are value chain analysis, strategic positioning analysis, and cost driver analysis.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MBA 742 Introduction to Financial Fraud (1.5 crs)
Prerequisite: Limited to MBA students.
This course provides an introduction to fraud. Fraudulent financial reporting and misappropriation of assets are major problems for businesses of all sizes. Knowledge about how fraud is committed and how to spot the potential for fraud are valuable for managers at all levels.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 743 Reengineering Financial Performance (1 cr)
Prerequisite: Limited to MBA students.
Traditional accounting practices may not accurately reflect the true value of organizations undergoing reengineering. This course investigates using a “balanced scorecard” approach in analyzing performance.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MBA 744 Tax Impact of Business Decisions (1.5 crs)
Prerequisite: Limited to MBA students.
This course introduces the student to an overall framework for evaluating the impact that taxes have on business decisions. While the course concentrates on the impact of federal income taxes, the concepts are general and can apply to a variety of taxing jurisdictions.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 746 Mutual Fund Investing (1 cr)
Prerequisite: Limited to MBA students.
Students will learn criteria for selecting mutual funds, how to develop investment portfolios composed of multiple mutual funds consistent with demographic characteristics of the investor, and how to assess mutual fund and portfolio performance.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 3
Lab/Studio Hours: 0

MBA 747 Financial Statement Analysis (2 crs)
Prerequisite: Limited to MBA students.
Analysis and interpretation of financial statements. Skills taught include: how to interpret financial statements, analyze cash flows, evaluate earnings quality, uncover hidden assets and liabilities, and forecasting financial statements.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 748 Investment Analysis and Management (2 crs)
Prerequisite: Limited to MBA students.
This course will develop a thorough understanding of the portfolio construction thought process. Students will discover how to manage a portfolio by examining the logic and potential of using options and futures to enhance return and minimize risk.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 749 Incorporation of Exchange Rates in Strategic Decision-Making (1.5 crs)
Prerequisite: Limited to MBA students.
Students will acquire competency with the terminology, strategies, and practices needed to interact with confidence in business settings that require working within the global currency market.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0
MBA 750 Regional Trade Agreements and Multinational Corporations (1.5 crs)
Prerequisite: Limited to MBA students.
This course introduces students to issues relating to regional trade agreements (trading blocs), giving special attention to such agreements in the Americas, Asia and Europe. It will also examine how regional trade agreements might affect Multinational Corporations (MNCs).
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 752 Business in East Asia (1.5 crs)
Prerequisite: Limited to MBA students.
This course provides perspective on business in Japan, South Korea, and China by looking at the historical backgrounds of each market and examining how those backgrounds impact present economic and business relations. Students focus on understanding each country's business practices and learn strategies to build successful East Asian partnerships and to succeed in business in East Asia.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 753 Corporate Venturing (1.5 crs)
Prerequisite: Limited to MBA students.
This course teaches students to encourage entrepreneurship, identify opportunities, locate potential new business within the firm, select the right managers, and set up planning processes.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 754 Fundamental Methods for Forecasting (1 cr)
Prerequisite: Limited to MBA students.
The ability to forecast data is important in business. This course teaches effective short term forecasting; it is heavily weighted toward applied work not mathematical theory. Students will have a portfolio of forecasts at the end of the course.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MBA 755 Consumer Behavior (1.5 crs)
Prerequisite: Limited to MBA students
This class will help you understand why consumers behave as they do. Using consumer behavior theories and our own purchase practices, we will attempt to predict how consumers will respond to a variety of marketing activities.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 757 Managing Workplace Stress (1 cr)
Prerequisite: Limited to MBA students.
Workplace stress costs millions of dollars annually in lost productivity and turnover. We will examine theories, causes, and consequences of stress and take a hands-on approach to address workplace stress.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1
Lab/Studio Hours: 0

MBA 758 Strategies and Tactics of Pricing (2 crs)
Prerequisite: Limited to MBA students.
This course presents a framework for evaluating pricing decisions. Pricing is examined from the perspective of customers, competitors and costs; in a variety of contexts, including business-to-business markets, consumer goods markets, services, and not-for-profit companies.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 759 Selling Ideas at Work (1.5 crs)
Prerequisite: Limited to MBA students.
This course provides students with an understanding of how business people make decisions. It teaches students to utilize developed skills to sell ideas at work to both individuals and to groups.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 760 Employee Training and Development (2 crs)
Prerequisite: Limited to MBA students.
This course focuses on human resource development's role in maintaining an organization's competitive position; identifying training needs, transferring training to the workplace, and assessing training.
Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0
<table>
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<th>Prerequisite</th>
<th>Attributes</th>
<th>Grading Basis</th>
<th>Lecture/Discussion Hours</th>
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<td>MBA 761</td>
<td>Project Management (1.5 crs)</td>
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<td>Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>This course examines project identification, selection, and planning. It will be organized along two major phases of the project management process: project selection and definition and project planning.</td>
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<td>MBA 762</td>
<td>Organizational Leadership and Change (1.5 crs)</td>
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<td>Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>This course examines how change can be accomplished within organizations—who is responsible for change and how people can be helped to change.</td>
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<td>MBA 763</td>
<td>Business and Ethics (1.5 crs)</td>
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<td>Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>Does a company have any obligation to help solve social problems? What about a manufacturer’s obligation to the consumer with respect to product defects and safety? This course examines economic activity in an ethical framework.</td>
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<td>MBA 764</td>
<td>Work-Family Issues in Contemporary Times (1 cr)</td>
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<td>Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>This course will critically examine and analyze issues of work and family life from both employee and employer perspectives.</td>
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<td>MBA 765</td>
<td>Advanced Topics in Project Management (1.5 crs)</td>
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<td>MBA 761. Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>The advanced topics course is oriented toward the more experienced project manager and/or those who supervise project managers. The focus of the course will be to address some current “hot topics” in the field.</td>
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<td>MBA 766</td>
<td>Contract Law for Managers (2 crs)</td>
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<td>Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>This course is not a strictly “legalistic” type of class; it emphasizes using and understanding the law in making ethical management decisions. Students will learn to use legal reasoning skills. They will understand and be able to apply the legal principles of contract law and sales law. The course will also look at law in the unique setting of e-commerce.</td>
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<td>MBA 767</td>
<td>Project Execution and Control (1.5 crs)</td>
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<td>MBA 761. Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>The primary focus of this course is identifying and managing challenges commonly seen in doing the work in projects after the project baseline has been approved.</td>
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<td>MBA 768</td>
<td>Classic and Contemporary Literature in Business (1.5 crs)</td>
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<td>Limited to MBA students.</td>
<td>Higher Cost Per Credit</td>
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<td>This class takes the student on a reflective tour of a classic business book and three others that address contemporary business issues. The course is designed to be a discussion group similar to a book club in which instructor and students critically review the authors’ comments in light of their experiences and other sources.</td>
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<td>MBA 769</td>
<td>Project Portfolio Management (1.5 crs)</td>
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<td>Higher Cost Per Credit</td>
<td>No S/U Grade Option</td>
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<td>This course is designed to clarify ways to manage the project portfolio which involves tracking and managing all of an organization’s projects, keep an eye on costs and resources, comply with deadlines and ensure the projects are in line with the company’s overall mission.</td>
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<td>MBA 770</td>
<td>E-Business Fundamentals for Managers (1.5 crs)</td>
<td>1.5</td>
<td>Limited to MBA students.</td>
<td>This course provides an overview of the fast-growing Internet-based economy and asks, from a management point of view, “How may e-business contribute to the operational, tactical and strategic goals of an organization?</td>
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<td>MBA 771</td>
<td>Introduction to Enterprise Resource Planning Systems (1.5 crs)</td>
<td>1.5</td>
<td>Limited to MBA students.</td>
<td>This course describes the principal functions of ERP software and emphasizes the business impacts of such.</td>
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<td>MBA 772</td>
<td>IS Security Policy Development (1.5 crs)</td>
<td>1.5</td>
<td>Limited to MBA students.</td>
<td>This course is designed for managers who have or would like to have responsibilities for security. The technical aspects of information security are not covered in-depth in this course - the emphasis is on the managerial aspects and planning for the continuation of the business in the face of catastrophic events.</td>
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<td>MBA 773</td>
<td>Communicating for Success: Writing for Results (1 cr)</td>
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<td>Limited to MBA students.</td>
<td>Students take their writing skills to the next level by applying practical strategies (based on organizational communication theories) to their writing. Focus is on their own specific work-related audiences.</td>
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<td>MBA 774</td>
<td>Sustainability &amp; Organizational Management (1.5 crs)</td>
<td>1.5</td>
<td>Limited to MBA students.</td>
<td>This course introduces students to the interrelationship between business and the natural environment, examining the impact of the environment on business and the consequences of business decisions on the environment.</td>
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<td>MBA 775</td>
<td>Information System Security (2 crs)</td>
<td>2</td>
<td>Limited to MBA students.</td>
<td>Today's manager must understand security and risk management. Students will discuss system vulnerabilities, mitigation strategies, and security-related personnel issues. They will be able to develop and implement security procedures and processes.</td>
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<tr>
<td>MBA 777</td>
<td>Communicating for Success: Speak, Engage, Lead (1 cr)</td>
<td>1</td>
<td>Limited to MBA students.</td>
<td>The purpose of this course is to enhance students' workplace communication skills. Students and their organizations will benefit as students apply practical strategies to oral and interpersonal communication contexts for nearly any audience.</td>
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<td>MBA 778</td>
<td>Managing Technology in Turbulent Times (2 crs)</td>
<td>2</td>
<td>Limited to MBA students.</td>
<td>The intent of this course is to show the synergy that exists between the introduction of technologies into an organization and the shift in management strategy and decision making that is essential to receive full value from the technology investment.</td>
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<td>MBA 779</td>
<td>E-Business Website Development (1.5 crs)</td>
<td>1.5</td>
<td>Limited to MBA students.</td>
<td>This course provides students with skills to develop a simple and effective e-business website. It examines design factors and the development process and focuses on facilitation of intra-organizational and inter-organizational communication and extra-organizational relationships.</td>
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<td>1.5</td>
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<td>MBA 780</td>
<td>Health Care Human Resources and Organization (2 crs)</td>
<td>2</td>
<td>Limited to MBA students.</td>
<td>How can we maximize human resources to improve the quality of health care? A unique feature of this course is its emphasis on complex adaptive systems (CAS), critical for success in health care settings.</td>
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MBA 781 Fundamentals of Health Information Technology Management (2 crs)
Prerequisite: Limited to MBA students.
This course provides an introduction to the dynamic world of management of information technology in health care. A description of information processing, the content and evaluation of healthcare information systems and the current and future methodologies being employed to acquire and manage information are discussed.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 782 Health Care Finance & Economics (2 crs)
Prerequisite: Limited to MBA students.
Lecture/Discussion Hours: This course will help students understand how factors such as government intervention in health care, the organization of health insurance markets, and health care reform influence financial decision making in the health care area.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lab/Studio Hours: 0

MBA 784 Supply Chain Management (2 crs)
Prerequisite: Limited to MBA students.
This course covers terminologies, concepts, and tools involved in managing supply chain operations, emphasizing qualitative and quantitative tools used in managerial decision-making. Topics include Supply Chain Strategy, Supplier Management, Inventory Management, Distribution, and Logistics.

Attributes: Higher Cost Per Credit
Grading Basis: A-F Grades Only
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 785 Organizational Reward Systems (1.5 crs)
Prerequisite: Limited to MBA students
This course covers topics related to intrinsic and extrinsic rewards used to achieve organizations' strategic goals. Topics include: motivational theories, compensation surveys, job evaluation, merit pay, variable or at risk pay, and team compensation.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 787 Quantitative Business Analysis (1.5 crs)
Prerequisite: Limited to MBA students
This course focuses on applied quantitative business analysis and uses Microsoft Excel. The course covers problem solving concepts and techniques, plus effective presentation of analysis results.

Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1.5
Lab/Studio Hours: 0

MBA 789 Health Care Organization and Delivery (2 crs)
Prerequisite: Limited to MBA students.
This course provides an understanding of our complex health system, from basic organization and management to an exploration of the relationships between cost, quality, and access in the context of system improvement and healthcare reform.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 791 Introduction to the Management & Marketing of Non-Profits (1 cr)
Prerequisite: Limited to MBA students.
This course will provide a substantive introduction to the key principles and practical challenges in the law, management and marketing of nonprofit organizations (NPOs) and non-governmental organizations (NGOs).

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 1 Lab/Studio Hours: 0

MBA 794 Business Process Simulation (2 crs)
Prerequisite: Limited to MBA students.
This course will establish basic proficiency in simulation model development, verification, validation, and analysis.

Attributes: Higher Cost Per Credit
Grading Basis: No S/U Grade Option
Lecture/Discussion Hours: 2
Lab/Studio Hours: 0

MBA 795 Research Paper (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
Development of a thesis-type paper on a topic of interest to student.

Attributes: Higher Cost Per Credit
Repeat: Course may be repeated
Grading Basis: PR Only Grade Basis

MBA 796 Directed Project (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
Permits a student to pursue a defined problem in an intensive way under the direction of a graduate faculty member.

Attributes: Higher Cost Per Credit
Repeat: Course may be repeated
Grading Basis: No S/U Grade Option
MBA 797 Independent Study (1-3 crs)
Prerequisite: Limited to MBA students.
Consent: Department Consent Required
An in-depth study of a topic of interest to the student and faculty member.

Repeat: Course may be repeated
Grading Basis: No S/U Grade Option

MBA 799 Thesis (1-3 crs)
Prerequisite: MBA 711. Limited to MBA students.
Consent: Department Consent Required

• Full-time equivalent. Completion of minimum of 15 graduate credits including
  MBA 711. Consent of MBA program director.

Development and completion of research project using formal investigative
methodology.

Attributes: Higher Cost Per Credit
Repeat: Course may be repeated for a maximum of 3 credits
Grading Basis: PR Only Grade Basis